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SUMMARY REPORT

Deliberations, Conclusions and
Recommendations of Governor Judge's

Task Force on the Future Role of
State Government in
Economic Planning and Development

Prepared for

GOVERNOR THOMAS L. JUDGE

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December 1, 1976
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Economic development efforts in Montana have historically been underfunded and understaffed without clearly established objectives.

The State Legislature in 1935, in a desire to assist Montana's struggling agricultural economy during the depression, established the Montana State Planning Board with a small budget and two part-time employees. The Planning Board worked with the Water Conservation Board in developing irrigation projects. It was not funded until the late 1940's when Montana business leaders expressed concern about out-migration of people and the migration of farmers to towns.

Business leaders worked with the legislature and established the State Planning Board in 1955. This time the purpose was "to develop Montana's resources for the social and economic welfare of Montana's citizens".

For two years, the board worked to create jobs and in 1957, it began encouraging Montana's communities to plan and zone their urban areas with assistance from the Federal Housing and Home Financing Agency under Federal Law 701.

In 1967, the Legislature separated the State Planning Board from the State Water Conservation Board. The State Planning Board then became the State Department of Planning and Economic Development.

In 1972, Executive Reorganization again changed the Department and it became a Division of the Department of Intergovernmental Relations.

In 1974, the Legislature finally split the division into Community Planning as one division and Economic Development as one division.

The name of the department was changed to the Department of Community Affairs and this is as it exists today.

In addition to the economic development Division in DCA there are, at this time, six other agencies, offices or divisions in state government that are performing primarily economic planning, development, or research analysis functions. There are another ten within state government and the universities that perform

some aspect of economic research, planning or development, for an approximate total of 17 state government offices, agencies, divisions and departments and the universities involved in one or more aspect of economic research, planning and development. This does not include almost as many federal and private organizations performing related functions. (See Exhibit A attached)

It is our analysis that among all these 17 state-funded entities, there is not one that has the individual authority or capacity to provide leadership and coordinate the activities of the others.

Most of these 17 appear to be working, not only independent of each other with limited, if any, communication or coordination, but in some instances are working with near opposing goals. It is not our intention to discredit any of these programs. These are many dedicated, hard-working employees among these programs, and we believe most of them would welcome better coordination and stronger leadership and support for their activities.

Our observations from the outset were: that clearly understandable policy goals for state government should be set forth; then objectives necessary to work towards those goals should be set; and finally, an organization should be designed which has the authority and capacity to provide the leadership for economic development in Montana and coordinate the activities of state-funded programs related to economic planning, research and development.

Pursuant to your request, Governor Judge, we have set forth, for your consideration, recommended policy goals for state government, objectives which we think are necessary to begin working towards those goals, and a model of an organization which we think will have the capacity to achieve the objectives and the goals. (See Exhibit B attached)

We believe that no government organization can create business as well as private enterprise, and we also recognize that Montana State Government does not

have overwhelming control over the forces that affect our economy. We do believe, however, it should be one of the primary responsibilities of state government to assist and encourage the maintenance of a healthy, prosperous economy with increasing opportunities for all Montanans.

Specifically, we recommend that state government should:

1. Assist present businesses, farmers and ranchers with management, marketing, financing, new product development, tax incentives, etc., to help them stay in business and prosper, preserving existing jobs and creating new ones.

2. Encourage and assist development of new businesses, including processing and manufacturing from our basic industries and diversifying our economic base by new business development within and from outside Montana.

3. Help community and local development organizations to evaluate their development potential, improve services, better utilize resources, establish realistic business development plans and provide on-going technical assistance and financing for local staff support.

4. Help identify economic problems and future opportunities in the overall economy by industrial sector, by individual business categories, by geographic area, counties and towns. Develop an econometric model of the state. Provide businesses, farmers and ranchers with information which helps them determine how to specifically solve their economic problems and how to take advantage of new opportunities.

We recommend that the state's economic policy goals be set by the Governor in consultation with the people of Montana.

Therefore, we recommend the establishment of a 5-9 member Council of Economic Advisors, to be appointed by the Governor, which includes representatives of Montana's economy and society.

We have examined state-funded development programs in other states, and we have tailored our recommendations specifically and solely for Montana.

We have also examined Montana's tax incentives for business and while there is room for improvement, we are comparable to the other Old West and Rocky Mountain states. (See Exhibit C attached)

Our recommendations, if adopted, will give Montana a program far superior to most Rocky Mountain, Old West and northwest states.

We believe the organization we are recommending will be a valuable tool to help the Montana economy. While we are hesitant to recommend where this organization should be located, we believe the importance of this office warrants a separate department. If this is not possible, then we recommend the office be attached to the Governor's office, or at least substantially upgraded within the Department of Community Affairs.

We are hesitant to recommend including the tourism office in the Office of Economic Affairs because of possible jeopardized funding. Tourism is an important economic development activity, and we recommend that it be more closely coordinated with principle economic development efforts.

As you know, there is no guarantee that the organization we set forth will produce better results than present efforts, however, we believe that what we are recommending does offer a better approach to effectively assist Montana's farmers, ranchers, businesses and communities in taking advantage of economic opportunities and avoiding economic problems in the future.

Approximately three years is needed to judge the success of this type of effort. Therefore, we recommend that a three-year "Sunset Clause" accompany the establishment of this organization in order that the Governor, the Legislature, the business community, and local government representatives can determine whether to continue it, change it, or eliminate it.

The one caution we think necessary to point out in this regard is that the successful achievement of the policies and objectives of this organization are very dependent upon the people in the organization. We have carefully set forth qual-

ifications for this reason, and we recommend this organization, designed to assist business development, be run by people with business experience if it is to have the best chance for success.

We do understand that what is finally developed may be a compromised version of what we recommend. However, before compromising, we think several facts should be carefully weighed. State government's support of economic development is minimal in comparison to our tax dollars now being used to regulate, restrain, and limit business development.

We need only compare the budgets and manpower in the Department of Natural Resources, the Department of Health, Department of Business Regulation, and the amount spent in the Department of Revenue to collect our money to the minimal amount committed throughout state government to help the private sector generate new revenues. We believe this should be considered in legislative deliberations.

We recognize that some Montana statutes have been written to restrain development activities in Montana at the request of the people of this state, and the wishes and intents of the majority must be accepted. However, we recommend that over-zealous interpretation and enforcement should not be allowed to go beyond the intent and integrity of these and future laws.

Montana's economy is primarily natural resource and agriculturally based. Maintenance of our economy is dependent upon the continued extraction of our resources and sale to markets outside Montana. Improving our economy is dependent upon our ability to penetrate additional domestic and international markets. Diversifying our economy in order to increase business and employment opportunities will require vertical integration of our primary industries, further processing of our agricultural products, new business creation from within Montana, and new business development from outside Montana.

Increasing world food, energy and many other escalating resource demands present Montanans with incredible opportunities for expanded markets, diversification

and upgrading our economy. Our primary industries, i.e., timber, mining, farming, and ranching, are the backbone of our economy and only by keeping these healthy, can we maintain and improve our overall economy.

Agriculture is not only Montana's biggest industry, but farming and ranching provide the basis of our way of life in Montana and therefore, it should be supported, encouraged, and protected by all.

The best opportunities to improve Montana's economy are here in Montana and our efforts should be directed at improving and assisting what we have.

There are many wise and energetic retired farmers, ranchers and businessmen and women in Montana who should be called upon to help Montana's young businesses, farmers and ranchers. We believe that the assistance and counsel of retired Montana business people would be invaluable and could make the difference whether many farms, ranches and businesses succeed or fail. We recommend that the Office of Economic Affairs design a program to involve the assistance of these Montanans. Further, we recommend initiating a citizens' economic education program to inform all Montanans how our economy works and what are economic opportunities are.

We recommend a state fund cash match program to help local development organizations. (See Exhibit D attached)

Montana is in a historically unique position to develop in an orderly, well-planned manner wherein the greatest benefits go to Montanans. We have expansive reaches of unspoiled land, abundant natural resources, a large water supply and excellent food production capacity. While we recognize that there are limits to growth, there are wide margins to grow to in Montana.

Most Montanans understand that we cannot change the ever-increasing demands, both domestic and international, for Montana's resources, but we are all sincerely interested in trying to affect the character of the development that takes place in order to insure that the land is used wisely and protected, as much as possible,

for future generations and that our people benefit with a higher quality of existence in terms of increased opportunities in business, employment, education, recreation, and the arts.

We would be remiss in our responsibility if we did not address the ever-widening gap between the environmental/conservationists and the business community.

When most of the present rhetoric and argumentation between various extremes is reduced to substance, the basic questions which seem to emerge are: What kinds and how much development should Montana allow to maintain a healthy balance? What kinds and what levels of technology will best allow us to develop in a manner that improves rather than degrades our lives? With only about one-half of Montana owned and controlled by Montanans, can we have a significant effect on the way and pace in which Montana is developed? How can Montanans utilize in-state resources as a leverage to improve the economy and society for Montanans even though much of the resources within our borders are owned by out-of-state corporations and the Federal Government? Montana is part of and dependent upon an interdependent world economy, so to what extent do we have the responsibility to develop Montana's resources to help perpetuate the general welfare? The majority of consumer products used by Montanans come from outside Montana. Can we refuse the rest of the country and the world access to our resources and expect them to share their goods and services with us?

The list of questions could go on infinitely, but these begin to define the thoughts of many Montanans who, by choice or necessity, are involved in the day-to-day deliberation and reconciliation of these questions. We have a desperate need to begin defining and sorting out the specifics of more reasonable approaches to these development questions.

Most Montanans want to maintain our clear air, fresh water, unspoiled land and open spaces, but they also want an increasing healthier economy, a satisfying job,

and a continually improving quality of life.

We believe that inherent in any definition of the quality of life is the basic need to work at some worthwhile job that permits each person the opportunity to provide for themselves and their family, to bring forth their creative abilities, to experience the satisfaction of good work and to receive fair compensation for their work.

As long as this remains an unavailable opportunity to many, those of us in business and public service have a responsibility to work towards a healthier economy and society to provide this opportunity for all.

It is evident that the most serious and greatest debates and decisions about development in Montana are yet to be put before us.

Montanans clearly have the resources, the tools, the common sense and the reverence for life to achieve the highest quality of life imaginable for ourselves, our children and future generations of Montanans. Whether or not we realize it, our dreams will ultimately be determined by our willingness to cooperate, compromise and resolve our differences. As men and women of intelligence and good will, with open minds and common purpose, we can all help each other more than our initial differences would lead us to expect, and we can work our way to agreements that may be at least as important as our differences. This is, indeed, the greatest challenge of the decade for all Montanans.

Governor Judge, we commend you and thank you for taking the leadership in this effort.

Respectfully submitted,

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TASK FORCE ON THE FUTURE ROLE OF STATE GOVERNMENT
IN ECONOMIC PLANNING AND DEVELOPMENT

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CURRENT FUNDING

OF

STATE ECONOMIC DEVELOPMENT PROGRAMS

<u>Agency/Program</u>	<u>Budget (000's) FY 1977</u>	<u>Current Funding Source</u>	<u>Current Level FTE</u>
Agriculture/Wheat Research & Marketing	386.0	386.0 - Other	4.06
Agriculture/Marketing	25.0	25.0 - State	1.50
Highways/Travel Promotion	652.0	652.0 - Other	10.00
DCA/Economic Development	227.0	106.0 - State 121.0 - Federal	8.00
DCA/Research and Information	211.0	142.0 - State 55.0 - Federal 9.0 - Other	8.60
DCA/Old West Regional Commission	199.0	199.0 - Federal	2.00
Governor's Office/Office of Commerce	<u>120.0</u>	120.0 - Federal	<u>3.00</u>
Total	1,820.0		37.16

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ORGANIZATIONAL UNITS PROVIDING ADDITIONAL
INFORMATION AND ANALYSIS
ON ECONOMIC DEVELOPMENT

- (1) Research Division -- Department of Revenue
- (2) Research Section -- Employment Security Division
- (3) Water Planning Bureau -- Department of Natural Resources
- (4) Montana Energy Advisory Council
- (5) Montana State University Cooperative Extension Service
- (6) Forestry and Timber Sales Research -- University of Montana
- (7) Business and Economic Research -- University of Montana
- (8) Planning Division -- Department of Community Affairs
- (9) Forest Management -- Department of Natural Resources
- (10) Manpower Planning -- Governor's Office
- (11) Energy Planning -- Department of Natural Resources
- (12) Bureau of Mines and Geology -- Montana College of Mineral Science and Technology

EXHIBIT B

POLICY, OBJECTIVES, ORGANIZATION, PERSONNEL, AND BUDGET
RECOMMENDATIONS

A. Recommended Economic Policy Goals

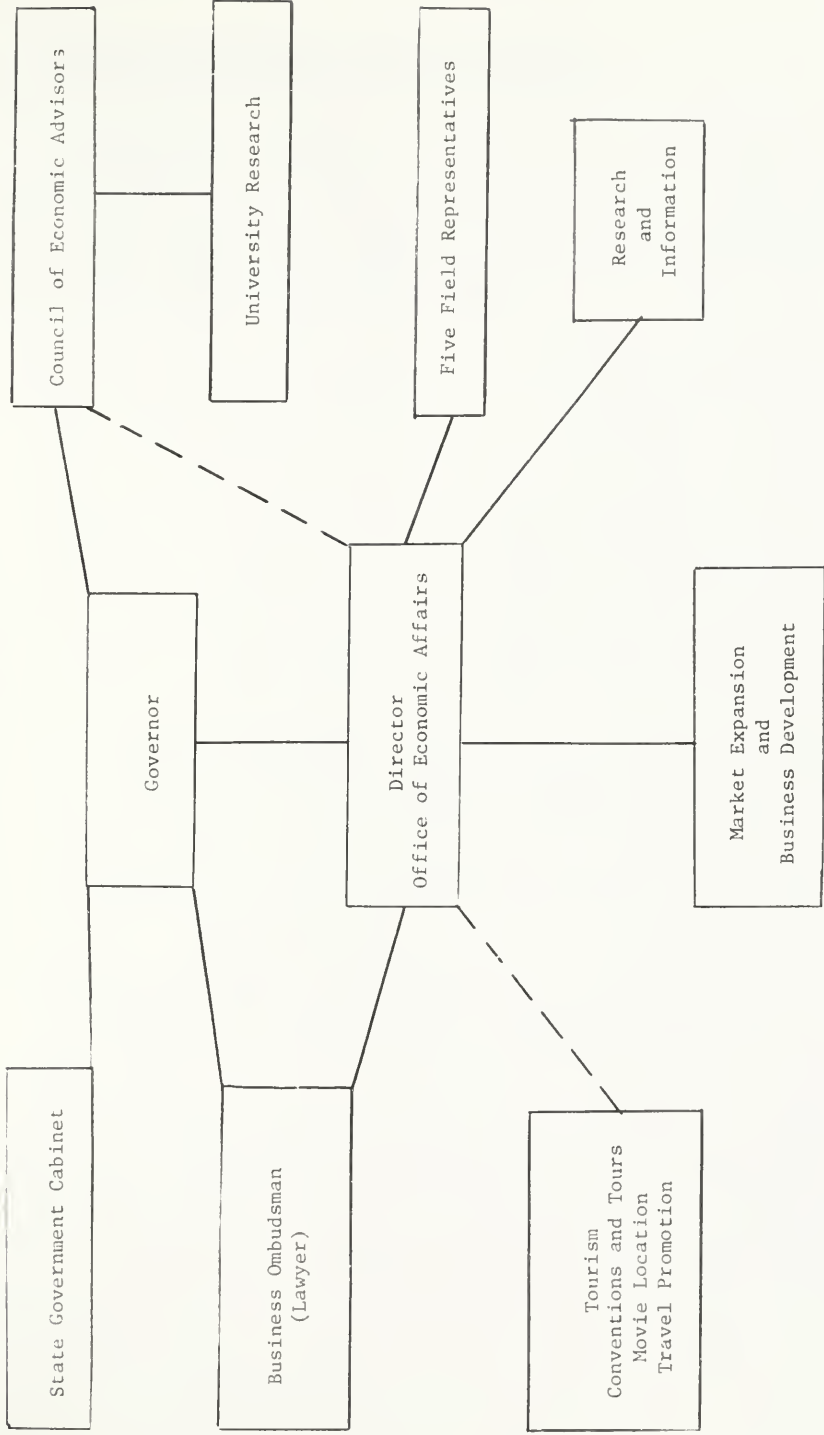
- I. Increase per capita and personal income by encouraging and assisting economic growth and development that is consistent with our environmental regulations.
- II. Develop Montana in a manner which benefits the people of this state in terms of a high quality of economic, environmental and social existence wherein there are increasing opportunities for all in business, employment, education, recreation, and the arts.
- III. Create job opportunities at a rate sufficient to provide employment for all Montanans, those unemployed and those entering the labor force.
- IV. Particularly encourage and assist economic growth and activity in those areas which have high unemployment or, the citizens have expressed a desire for economic development.
- V. Diversify the state's economy in order to provide more employment, higher paying jobs and expand the tax base.

B. Recommended Objectives

- I. Establish a 5-9 member Council of Economic Advisors which is appointed by the Governor and makes recommendations to the Governor, who sets economic policy for the state. The Council should include representation from Montana's economy and society.
- II. The State government cabinet, at the Governor's direction, shall meet regularly to insure the coordination and implementation of the state's economic policies.
- III. Assist present businesses, farmers and ranchers with management, marketing, and financial advice in order to help them stay in business and prosper, preserving existing jobs and increasing new ones.
- IV. Encourage and assist development of new businesses including the expansion and vertical integration of our primary industries, and create more processing and manufacturing from our agriculture and natural resources base.
- V. Provide effective assistance to communities and local development organizations. Help them to assess development potential, improve services, better utilize existing resources, establish realistic economic development plans and provide on-going technical assistance and state matching grants to help local development efforts.
- VI. Begin comprehensive long-range economic research and planning in order to identify future economic problems and opportunities in Montana. Develop an econometric model of the state.

- VII. Develop closer coordination among government, academia and the private sector in order to identify employment opportunities, improve employment training programs, develop courses in high school, vo-tech and colleges which will prepare young people for jobs likely to be available.
- VIII. Encourage a statewide citizens' economic information program.
- IX. Expedite and simplify the securing of required permits and licenses for business in the state and generally improve communications between the private sector and state government agencies affecting economic development.

RECOMMENDED ORGANIZATION CHART



State Government Cabinet

Governor

Business Ombudsman
(Lawyer)

Council of Economic Advisors

University Research

Director of Economic Affairs
Office of Economic Affairs

Five Field Representatives

Research and Information

Market Expansion and Business Development

Tourism Conventions and Tours
Movie Location
Travel Promotion

C. Explanation of Responsibilities and Authority

The Office of Economic Affairs will have the responsibility to implement state economic planning and development policy as directed by the Governor, provide staff support for the Council and make policy recommendations to the Governor and the Council.

Office of Economic Affairs Staff Responsibilities and Qualifications

I. Administration

Director: Responsible for the day-to-day management of the Office of Economic Affairs and implementation of the state economic development policy as set by the Governor. Qualifications should include a background in management, marketing, economics, finance, transportation, and public relations with a record of accomplishments.

Business Ombudsman (Lawyer): To be located in the Governor's Office. Responsible to assist businesses in dealing with state government. Qualifications should include a background in government and business and qualified to practice law in Montana. Will be attached to the Office of Economic Affairs.

Five Field Representatives: Responsible to work with local development organizations and communities to establish local economic development programs and work with individual businesses, farmers and ranchers wanting help from the Office of Economic Affairs.

Executive Secretary: Serves the Director. Responsibilities and qualifications include standard executive secretarial duties and abilities.

II. Market Expansion and Business Development Division

Responsible to assist existing businesses, farmers and ranchers to expand their products and to assist new businesses to set up marketing programs. Also responsible to assist businesses, farmers and ranchers with management, financing, legislation, new product development, transportation and all other problems hindering economic prosperity. This division will also be responsible to provide assistance for local development organizations, assist expansion of primary industries, identify potential for and assist development of new Montana businesses.

Deputy Director for Marketing and Business Development

Responsible for managing the division, establishing a work plan in consultation with the Director. Qualifications should include a background in business, management, finance, marketing and economics.

Venture Capital/Finance Specialist

Responsible for assisting existing businesses, farmers and ranchers to secure required capital, and to secure venture capital for new business developments. Will work closely with existing domestic and international financial institutions as well as private foundations, investment houses, government lending agencies, domestic and international corporations and private entrepreneurs.

Management Specialist

Responsible to assist businesses, farmers and ranchers with management problems in their operations which are hindering the capacity of the enterprise to function satisfactorily, and to help businesses establish management plans. Qualifications should include a thorough background in small business management, personnel, economics and accounting.

Human Resources Developer

Responsible to develop a plan for Montana which correlates employment and business opportunities with education and employment training programs. Would work closely with Employment Security Commission, labor unions, manpower training programs, Board of Regents, Board of Education, career counselors in primary and secondary education, vo-tech schools, and university units. Would participate on the statewide citizens' economic information program. Qualifications should include a thorough background in personnel, employment training, career counseling, knowledge of labor unions, education and economics.

Agriculture Market Specialist

Responsible to assist farmers, ranchers and agricultural related businesses with market expansion. Will work closely with all Montana's agricultural organizations and businesses as well as individual farmers and ranchers. Qualifications must include a thorough background in Montana agriculture.

Wood Products Market Specialist

Responsible to assist Montana's timber and wood products industries with market expansion. Will work closely with wood products industries, small logging operations and small lumber mills, the Forestry Division of D.N.R., the Forestry School of the University of Montana, and the timber association. Qualifications must include a thorough understanding of Montana's timber and wood products industries.

Four Secretarial Positions

Responsibilities and qualifications include standard secretarial duties and abilities.

III. Research and Information Division

Responsible to identify economic problems and future opportunities in the overall economy by industrial sector, by individual business categories, by geographic area, counties and towns. Responsible to develop an econometric model of the state and individual business management models. Research and information gathering in this division should be action-oriented, helping Montana businesses to determine how to specifically solve economic problems and how to take advantage of specific opportunities rather than macro analysis and research.

Deputy Director for Research and Information

Responsible for managing the division, establishing a work plan in consultation with the Director. Qualifications should include a background in economics, research, statistics, econometric modeling and management.

Regional Economist

Responsible to conduct investigations regarding all aspects of the economy according to a work plan set forth by the Division Deputy Director. Qualifications should include a thorough background in economics, research and statistics.

Econometrician

Responsible to develop an economic model of Montana capable of identifying future economic problems and opportunities and capable of assessing probable impacts of large developments and economic fluctuations on Montana's people, communities, environment, education, businesses, taxes, government and social services. Qualifications

should include a thorough background in macro and micro economics, statistics, computer programming, economic modeling and data systems organization.

Agricultural Specialist

Responsible to evaluate and identify economic problems hindering agriculture and identify opportunities for expanding agriculture with particular emphasis on vertical integration and new product development. Qualifications should include a background in agricultural economics and an understanding of Montana agriculture.

Wood Products Specialist

Responsible to identify economic problems hindering the timber industry and identify opportunities for assisting the wood products industry. To diversify, increase vertical integration and new product development. Qualifications should include a background in timber economics and an understanding of Montana's timber industry.

Minerals and Metals Specialist

Responsible to identify economic problems in the minerals and metals industries, identify vertical integration potentials and work with industry to maximize efficient utilization of non-renewable resources. Qualifications should include a background in minerals and metals economics and an understanding of Montana's mining industry.

Energy Fuels Specialist

Responsible to identify solutions to energy fuel problems in Montana. Responsible to work with individual businesses, farmers, ranchers and communities in order to improve efficient utilization of energy

consumption, maximize fuel conservation potentials, assist the identification of alternative energy resources. Work with the energy companies, the Center for Appropriate Technology, the Alternative Energy Development Committee, the Department of Natural Resources and Conversation, D.N.R., the Bureau of Mines and Geology, and assist the most beneficial and efficient utilization of Montana's energy fuels for Montana residents, farmers, ranchers, business and industry.

Three Research Assistants

Responsible to assist the Division Director and staff.

Four Secretarial Positions

Responsibilities and qualifications include standard secretarial duties and abilities.

BUDGET FOR THE COUNCIL OF ECONOMIC ADVISORS

Contracted Services	\$ 100,000
Communications ((\$25 for long distance phone calls per member, per month)	2,700
Travel ((\$75 per day per member for one meeting per month, plus miscellaneous travel)	10,000

Total \$ 112,700

--Staff support supplied by the Office of Economic Affairs

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BUDGET FOR THE OFFICE OF ECONOMIC AFFAIRS

I. Administration

Director	G23	\$ 34,627
* Business Ombudsman	G19	23,916
Five Field Representatives (@ \$18,119 each)	G16 x 5	90,595
Executive Secretary	G11	11,400

Eight Employees	SUBTOTAL	\$160,538
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II. Market Expansion and Business Development Division

Deputy Director	G19	\$ 23,916
Venture Capital/Finance Specialist	G19	23,916
Management Specialist	G16	18,119
Human Resources Developer	G16	18,119
Agriculture Market Specialist	G16	18,119
Forest Products Market Specialist	G16	18,119
Four Secretarial positions (@ \$7,875 each)	G7 x 4	31,500

Ten employees	SUBTOTAL	\$151,808
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III. Research and Information Division

Deputy Director	G19	\$ 23,916
Regional Economist	G15	16,508
Econometrician	G15	16,508
Agricultural Specialist	G15	16,508
Forest Products Specialist	G15	16,508
Minerals and Metals Specialist	G15	16,508
Energy Fuels Specialist	G15	16,508
Three Research Assistants (@ \$12,000 each)	G12 x 3	36,000
Four Secretarial positions (@ \$7,875 each)	G7 x 4	31,500

Fourteen employees	SUBTOTAL	\$190,464
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32 Employees Total

\$502,810

25

SUPPORT BUDGET FOR OFFICE OF ECONOMIC AFFAIRS

Employee Benefits (@ 13% of total wages)	\$ 65,365
Contracted Services	150,000
Supplies and materials	10,000
Communications	18,000
Travel	67,500
Rent	64,000
Equipment	30,000

TOTAL \$ 404,865

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TOTAL BUDGET

Council of Economic Advisors	\$ 112,700
Office of Economic Affairs (32 employees)	502,810
*Supplies, communications, fringe benefits, etc.	404,867
<hr/>	
SUBTOTAL (without Tourism and Trade Showcase)	\$ 1,020,375
Tourism (10 employees)	652,000
**Trade Showcase	65,000

***GRAND TOTAL - 42 employees \$ 1,737,375

- * We are assuming that the Tourism advertising budget of \$510,353 will do the advertising for the entire Office of Economic Affairs.
- ** Presently included in DCA's 1977-78 budget to be passed through to the Trade Showcase Board of Directors.
- *** Does not include State cash matching funds for local development programs.

COMPARISON STUDY OF ECONOMIC DEVELOPMENT PROGRAM IN WESTERN STATES

STATE	DIRECTOR	DEPUTY DIRECTOR	INDUSTRIAL DEVELOPMENT DIRECTOR	TOUR & PROMOTION DIRECTOR	RESEARCH DIRECTOR	INTERN'L DIRECTOR	PLANNING DIRECTOR	ADVERTIS & COMM. DIRECTOR
Arizona	23,236 32,915	22,126 30,039	18,411 25,002	18,411 25,002	18,411 25,002	16,819 22,883	18,411 25,002	
Colorado	28,908		23,784	24,972				
Idaho	?	?	?	?	?	?	?	?
Nevada	18,630	13,455	16,883	17,500	11,584			
New Mexico	26,412	20,168	20,563	23,899	10,512	18,438	13,416	
North Dakota	21,000		15,800		16,000			13,000
South Dakota	25,000		22,500	22,500				
Utah	22,788 33,288		22,788 33,288	17,388 25,356			20,364 29,736	
Wyoming	21,084		15,864				16,656	
Montana			20,000					
Washington	29,900	27,900	18,500	18,500	18,500	18,500	18,500	18,500

- 1) Source of Information: National Association of State Development Agencies, 1975
- 2) Average Salary Per Director: \$25,742

STATE	# OF EM- EMPLOYEES	DEPT TOTAL	INDUSTRIAL DEVELOPMENT	TOUR & PROMOTION	RESEARCH	INTERN'L PROMOTION	OTHER DEPARTMENT ACTIVITIES	OUTSIDE SOURCE OF FUNDS
Arizona	70	?	?	?	?			
Colorado	18	1,014,284	242,260	679,524			92,500	15,000
Idaho	?	?	?	?	?	?	?	?
Nevada	11	514,000	183,000	183,000			183,000	200,000
New Mexico	61	1,651,000	390,000	708,000			553,000	19,000
North Dakota	10	155,650	116,000		20,000	5,000	4,650	5,000
South Dakota	29	480,000	480,000	300,000	250,000	66,000	1,360,000	687,000
Utah	-	1,714,000	369,000	838,000	20,000	20,000	274,000	1,421,000
Wyoming	25	615,599	101,317		20,000		613,634	140,000
Montana	4	429,000	93,000		50,000			147,000
Washington	69	2,404,000	269,000	358,000	124,000	153,000	1,403,000	208,000

- 1) Average Number of Employees - 33
- 2) Average Budget for Economic Development - 1,000,504
- 3) Average Budget for Industrial Development - 249,286
- 4) Average Salaries:
 - a) Director - 25,742
 - b) Deputy Director - 22,738
 - c) Industrial Dev. Director - 21,111
 - d) Tour & Promotion Director - 21,503
 - e) Research Director - 16,668
 - f) Internationa Director - 19,160
 - g) Planning Director - 20,298
 - h) Advertising & Comm. Director - 13,000

STATE CASH MATCHING FUNDS
FOR LOCAL DEVELOPMENT PROGRAM

The following is a table of state support which is needed in order to provide for 12 multi-county economic development districts. This money should be over and above any money districts are now receiving from EDA or Old West. It will be available but not mandatory. This table is based on a 25% local matching requirement for the first two years, a 62.5% matching requirement the second two years, and no state funds thereafter. Any money not used by the local development corporations would revert to the General Fund.

1978

6 districts @ \$30,000 each:	\$280,000
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1979

9 districts @ \$30,000 each:	270,000
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1980

6 districts @ \$15,000 each:	
6 districts @ \$30,000 each:	270,000

1981

9 districts @ \$15,000 each:	
3 districts @ \$30,000 each:	225,000

1982

6 districts @ \$15,000 each:	90,000
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1983

3 districts @ \$15,000 each:	45,000
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\$1,080,000	(6 years)
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